



HR CHALLENGES AND OPPORTUNITIES -2020

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ABSTRACT

Human resource management is the strategic approach to management of an organization's most valuable asset—its people. It covers the recruitment, management, and direction of people who work for the organization and deals with employee compensation and benefits, hiring and training, performance management, organization development, safety and wellness, and organizational communication.

HR managers are facing many challenges in present business scenario like globalization workforce diversity, technological advances and changes in political and legal environment change in information technology. All these challenges increase the pressure on HR managers to attract, retain and nurture talented employee. HR professional can't ignore these challenges rather they ought to be line to design and execute innovative mechanisms of developing skills and competencies of human resources to prepare them to accept the emerging challenges.

Developments of the past three decades have changed the face and practice of business and these changes have confronted managers with many opportunities and challenges. Nowhere are these challenges more pronounced than in the area of HRM.

Contributing as a Strategic Business Partner although there is emphasis today on getting HR out of record keeping and making HR more strategic, a lot of HR people are not equipped for this. Often a company wants an HR representative to think like a businessperson but does not give them the respect, time, tools and other provisions to do so. HR's role as a strategic business partner comes from both the company and HR's own initiatives.

HR can allow for variances that fit special circumstances. Guidelines, rules, and benchmarks are important, but flexibility is even more critical, particularly where people are concerned

KEY WORDS: Human resource management, Performance management, Information Technology, Strategic Business.

Introduction

Human resources management (HRM), as it is currently perceived, represents the extension rather than the rejection of the traditional requirements for managing personnel effectively. An understanding of human behavior and skill in applying that understanding are still required. Also required are knowledge and understanding of the various personnel functions performed in managing human resources, as well as the ability to perform those functions in accordance with organizational objectives. An awareness of existing economic, social, and legal constraints upon the performance of these functions is also essential.

HRM, as it is practiced today, recognizes the dynamic interaction of personnel functions with each other and with the objectives of the organization. Most important, it recognizes that HR planning must be coordinated closely with the organization's strategic and related planning functions. As a result, efforts in HRM are being directed toward providing more support for the achievement of the organization's goals, whether it be a profit, not for profit, or governmental organization.

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Employees demand empowerment and expect equality with the management. Previous notions on managerial authority are giving way to employee influence & involvement along with mechanisms for upward communication and due process. The workers' unions rewrite their agenda to include quality and better cus-

tomers service and are even accusing the management of malpractices. So every time there is need to redraw the profile of the worker and discover new methods of training, hiring, remunerating and motivating employees.

HRM: Current Challenges 2020

One may expect to see new issues and challenges emerging in the future that require appropriate action. Evolving business and economic factors forge changes in the HR field requiring that preparation for change be an ongoing process.

Challenges and Opportunities in Modern Human Resource Management

Challenge is always offset by opportunity. Today's widespread market volatility, coupled with layoffs, talent shortages and rapid shifts in technology, points to heightened challenges for human resources (HR) organizations. While appropriately leveraging HR has been a key topic of discussion for the past decade, organizations still struggle with how to make this strategic shift as a department.

Travails of a working housewife are more than a working husband, thus balancing it is becoming a major challenge in HRM. So a programme aiming balancing work-life is required and are supposed to include: Childcare at or near the workplace, Job Sharing, Care for sick children and employees, On-site summer camp, Training supervisors to respond to work and family needs of employees, Flexible work scheduling, Sick leave policies, Variety of errands from dry cleaning, dropping children at schools, making dinner reservations etc and many more like the same or other.

Making HR activities ethical:

Hiring ethical strong employees is only the beginning. The need to institute mechanisms to ensure ethical conduct of employees is increased a lot with the passage of time. The HR manager needs to carefully screen applications for jobs, weed out those who are prone to indulge in misdemeanors and hire those who can build a value driven organization.

Organizational Restructuring:

Peter Drucker prophesies in his book (The New Realities) is showing its colour and many big companies has reduced their number of management grades, elimination of layers, & redrawing reporting lines within their organization. ITC, HLL, Godrej & Boyce, RPG Enterprises, Raymond Woollen Mills, Shaw Wallace, Ballarpur Industries, Compton & Greaves are some of the companies

that are doing so.

Changes are required particularly during the time of Acquisitions and Mergers also during the bad weather of the firm. This is of need to keep people with and working effectively and efficiently. These are done according to the changing character of competition, as major companies operate through complex web of strategic alliances of varying degrees of permanence.

Managing Diversity:

Its value is getting more important issue because of: Increase in the number of young workers in the work-force, increase in the number of women joining the work-force, increase in the proportion of ethnic minorities in the total work-force, increase in mobility of work-force, international careers & expatriates are becoming common, international experience as a pre-requisite for career progression to many top-level managerial positions. Organisations that can manage diversity better tend to be more flexible because they have broadened their policies, are more open-minded, have less standardized operating methods and have developed skills in dealing with resistance to change.

Attitude towards Unions:

Unionization is preferable because to remain union free costs the organization heavily. Pay raises, out of turn promotions, generous perks & other benefits need to be doled out frequently to appease workers. General perception of managers is to avoid unionization but it is very beneficial to the organization. It provide a mean for workers to express before the management conditions prevailing in the workplace. But at the same time because of voice mechanism or the instrumentality role, unionized firm have lower turnover rate and encourage organization to provide more rational and professional management. So the work of HR managers gets tough here to decide whether is should be there in the organization or not and if yes then how to control it. Strings of the union are required to be checked time to time for better performance in the firm.

Employer of choice

This involves creating an environment where people want to come and work, contribute while they are there and stay long enough to make a difference. HR's success in surmounting its challenges is evidenced by ROI not only in terms of money, but also in efficiencies, effectiveness and organizational best practice. Undoubtedly technology plays a pivotal role in addressing any HR challenge by facilitating solutions that optimize success. All great companies look for the best ways to perform HR-related tasks. However, thinking about HR only as a department obscures HR's enterprise-wide function, which permeates the entire organization. Just as finance touches every area of a business — usually in the form of a budget — human capital is an entity affecting the enterprise in its totality. Therefore, instead of regarding HR as an isolated department, great companies shift their focus toward enterprise-wide people processes, of which HR is an integrated part

Corporate culture

Corporate culture is a dramatic force behind every employer of choice. Unique to each organization, culture has many drivers, such as the organization's leadership or the product or service produced. In cases when there are mergers or acquisitions involved, cultural redefinition might be required. At the very least, HR should be the designated keeper of the corporate culture. At its best, HR can be instrumental in creating or maintaining a culture that is truly great. HR must first clearly identify the kind of culture the company should have, then define that culture for the workplace and support the environment that emerges. An identifiable culture attracts employees, gives them a sense of purpose and offers a basis for participation in decision-making. A suitable culture signifies different things to different people — companies attract those who find their culture desirable. This attraction might mean anything from having a lot of freedom to participating in business decisions to working with a mission to save lives. While a number of criteria are involved in answering that question, in general the cultural images successful companies portray fully address these categories: work/life balance, sense of purpose, celebration of diversity, active participation in management and an environment that integrates continuous learning.

Creating a culture where people are treated well regardless of title is becoming more and more important today. One of the many ways to achieve this is rewarding employees for innovative suggestions no matter where they are in the organization. Such a practice can benefit the company as well. "What is important about the frontline workers' view is that these people capture a fuller picture of what the organization faces and what it can actually do. In most cases, they see more chances for bold action than the executives at the top."

Portal Gateway

Entering the Portal Gateway Critical to the employer of choice, portals provide organized, efficient access to the customized content, knowledge, reporting structures, analytics capabilities, and transactions each employee needs. An enterprise portal is the gateway to all company functions and offers personalized, role-based access with respect to who employees are, where they are located, what they do, and why they do it. Third-party sources of content such as salary surveys or job boards can also be accessed through a portal. One of the most compelling aspects of portal technology is that it serves as a primary HR tool for establishing image, culture, and branding. Role-based portal designations allow

HR to push out messaging to specific groups, and all recipients see the same information simultaneously. Distributed information can include balanced scorecard data, total reward and incentive status updates, company news and promotions, quotes-of-the-day, and other culture-based messaging. More than any other form of technology, this communication tool helps replace the concept of HR as a department with a true sense of the pervasive, enterprise-wide nature of human capital. Employees use a portal to seamlessly access workflow, event-driven processing, transactions, analysis, and more. Because portal information is filtered based on role, employees see only the relevant information they need to do their jobs. Where before an individual had to enter a password for each application, portals require only a single sign-on for access to all company functions. This saves time and effort and promotes increased productivity. Establishing Self-Service and Collaboration People want to work for and stay at companies that empower them to do their jobs, and self-service and collaboration do exactly that. Employee self-service makes HR and other work-related transactions easily accessible 24 x 7, granting increased workforce autonomy and lightening the HR administrative load. Self-service has been gaining momentum. According to Towers Perrin, "Despite recent world events, the economic downturn and actual results to date with self-service, half to more than two-thirds of responding companies, polled in November 2001, plan to step up investments across a wide variety of HR applications." 4 According to the Cedar 2001 Human Resources Self Service/Portal Survey, self-service has resulted in a 60 percent average reduction in both cycle times and average costs, a 50 percent increase in employee satisfaction, an up to 70 percent reduction in headcount changes, and a 90 percent drop in service-center inquiries. The Cedar 2001 HR survey reports a 100 percent ROI in less than 22 months based on implementing multiple applications.

Strategic Business Partner

Contributing as a Strategic Business Partner although there is emphasis today on getting HR out of record keeping and making HR more strategic, a lot of HR people are not equipped for this. Often a company wants an HR representative to think like a businessperson but does not give them the respect, time, tools and other provisions to do so. HR's role as a strategic business partner comes from both the company and HR's own initiatives. One factor that supports HR in functioning better in the business world and becoming a key business partner is appropriate use of the right technology. Technology can help HR assess opportunities, manage risks, take action, and communicate with employees. Measuring performance and tying it to overall business objectives is essential for demonstrable results at the corporate level. Yet an unfortunate number of performance evaluation criteria have nothing to do with overall company objectives. Measuring things like clocking in on time and getting along with co-workers does not provide tangible data that ties employee performance to overall company success. HR needs to evaluate the factors that have direct impact on corporate objectives. HR takes on significant responsibility during mergers and acquisitions. In the recent acquisition of Compaq by HP, it is unthinkable that HR was not examining culture, benefits, salaries and employee skill sets to make the acquisition work.

Cultivating Leadership:

e-Learning and Development Today's college graduates are less concerned with starting near the top as they are with being empowered to learn and make company decisions. Most people instinctively want to learn, which is very different from being "trained." Learning is an environment that promotes the ability to gain knowledge, whether via a course, access to expertise in the form of mentors, or participation in innovative projects. Loyalty to a single company is rapidly becoming a thing of the past. While culture attracts a new hire, the reason an employee stays on is because the working environment is challenging and meaningful, engendering growth and development. The number one reason an employee leaves a company is lack of respect of the immediate supervisor. The culprit is the aging workforce, which causes organizations to promote younger individuals before they might be ready to be managers.

Organizations can address this retention issue on both the employee and managerial sides by creating an environment that continuously fosters learning and development. This helps train supervisors to be effective and provides learning employees eagerly embrace. Instead of secluding a new hire in months of constant training, this environment lets employees learn as they go using supportive tools and technology. While technology is better today than ever, today's e-learning is only in its infancy. In this new world, people learn what they need to learn on their own time, at their own pace. Right-brain people can have more on-the-job learning, while left-brain thinkers can do more analytical learning online. Usually e-learning is accessed via collaborative self-service that leverages third-party expertise and/or content, which is what many are calling knowledge management today. In the future, e-learning will simply be a way the workforce is developed on an ongoing, just as needed basis.

Culture-based motivation

Incentive programs for people of different cultures should present true incentives by offering valued rewards. While pay for performance motivates US workers, in Germany title is motivational. In Japan, "the nail that sticks up gets hammered," so individual performance is valued less, while efforts toward achieving group goals receive stronger reinforcement. To help an organization efficiently leverage the global workforce, HR must acknowledge that one size does not fit all.

While legal compliance is critical and can be greatly assisted by a global portal, the main focus is cultural awareness and sensitivity.

Outsourcing HR Activities:

The trends towards outsourcing have been caused by several strategic and operational motives. HR departments are divesting themselves from mundane activities to focus more on strategic role. Outsourcing has also been used to help reduce bureaucracy and to encourage a more responsive culture by introducing external market forces into the firm through the bidding process. It is a big challenge before the HR manager to prove that his/her department is as important as any other functions in the organization. The relevance of HR is at stake.

Changing Workforce Dynamics:

Frequently, physical relocation is required. The increasing number of dual-career professionals limits individual flexibility in accepting such assignments and may hinder number of dual-career professionals limits individual flexibility in accepting such assignments and may hinder organizational flexibility in acquiring and developing talent.

Conclusion

HR can allow for variances that fit special circumstances. Guidelines, rules, and benchmarks are important, but flexibility is even more critical, particularly where people are concerned. Collaboration with all constituents requires adaptability. Organizations today are less about physical structure than logical structure supported by technology. Before doing anything else, HR must create a flexible environment where top prospects seek to be employed. HR ties in all the ingredients for success and leverages technology to capitalize on economic and organizational change. Successfully turning HR challenges into opportunities to become an employer of choice creates a dynamic place where people want to work and choose to remain. Efficiency, effectiveness, and monetary return are characteristic of the employer of choice in the 21st century. Due to all these challenges it is very difficult for HR people to retain, attract and nurture talented employee. But it can be possible to convert the challenges to opportunities from the motivational techniques, HR executives cannot motivate employee from only financial techniques but they can motivate from non-financial techniques.

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